



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE UNDER SECRETARY

27 May 1999

MEMORANDUM FOR ALMAJCOM/CV ALL AFPEOs AF/DP

FROM: SAF/SB (Rm 5E271)
1060 Air Force Pentagon
Washington, DC 20330-1060

SUBJECT: Fiscal Year (FY) 2000-2004 Small Business (SB) and Historically Black Colleges and Universities (HBCU) and Minority Institutions (MI) Strategic Goals Guidance

Attached you will find the Air Force's FY 2000-2004 SB and HBCU/MI Strategic Goals Guidance (Atchs 1-3). As in the past, this guidance has been developed in concert with your representatives as an integral part of our strategic planning process. This year the guidance incorporates some unique innovations, including shifting the time horizon from a three to five year strategic plan to assure better consistency across the years; and, for each objective, we have only set forth those means which shall be applied universally. All other means have been identified in a "toolkit" format for use by specific field activities and/or across MAJCOMS. To the extent that other means become evident as to their universal applicability, then they too will be incorporated into the strategic plan as mandatory.

General format requirements and milestones are in accordance with AFI 64-201, Small Business Programs. Guidance specifically tailored for this plan is provided by the attachments. Your FY 2000-2004 SB and HBCU/MI plan is due 1 Aug 99, and your FY 99 Assessment Report by 1 Feb 00. Both require CC and PEO endorsements, as appropriate.

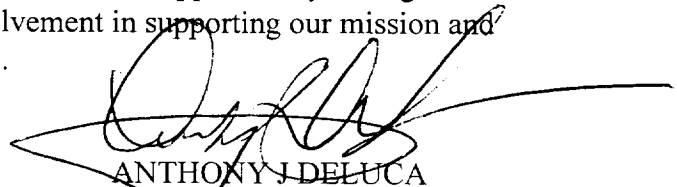
Points of contact for the strategic goals guidance are Mr. Dale McNabb for SB and Dr. Alain Hunter for HBCU/MI (return address, as above). Questions or comments may be directed to them at 703-697-1950 or DSN 227-1950.

I again solicit your top management's involvement and support. Only through such efforts can we effectively increase SB and HBCU/MI involvement in supporting our mission and reverse the negative trend we experienced in FY 98.

Attachments:

1. Qualitative Goals Guidance
2. Quantitative Goals Guidance
3. Specific Format Instructions

cc: Air Force Acquisition Executive
SAF/MI/AQC
MAJCOM Directors of Small Business


ANTHONY J. DELUCA
Director
Office of Small and Disadvantaged
Business Utilization

SB AND HBCU/MI QUALITATIVE GOALS GUIDANCE--FY 2000-2004

A. GOAL--BOOST SMALL BUSINESS PARTICIPATION IN AIR FORCE ACQUISITION

1. OBJECTIVE--Focus on Getting Prime Contract Awards for Small Business

Means of Achieving Objective:

Universal (Mandatory) Means

Pursuing Aggressive Set-Aside Program
Encouraging Small Business Teaming through New Affiliation Rules, Virtual Teaming
Center and Air Force Outreach Program Office

2. OBJECTIVE--Execute a Proactive Market Research and Outreach Strategy

Means of Achieving Objective:

Universal (Mandatory) Means

Updating Long Range Acquisition Estimate (LRAE) on a Quarterly Basis
Teaming with Requirements Personnel Early in the Process
Engaging Air Force Outreach Program Office when Needed

Toolkit (Optional) Means, Including

Sources Sought Synopsis
Electronic Outreach
Industry Days
Facility Visits
Capability Briefings
Small Business Counseling
Community Outreach

3. OBJECTIVE--Exploit Subcontracting Opportunities

Means of Achieving Objective:

Universal (Mandatory) Means

Requiring Aggressive (Moderate to High Risk) Goals in Subcontracting Plans
Identifying Prospective Bundling and Taking Appropriate Action,, i.e., Goals as a
Minimum Percentage of Contract Price

Toolkit (Optional) Means, Including:

- Award Fee Criteria
- Source Selection Criteria
- Past Performance Report Cards
- Mentor-Protege
- Tracking of Major Contract Performances

4. OBJECTIVE--Promote Special Emphasis Programs (Small Disadvantaged Business, Women-Owned, Native American, HUBZone)

Means of Achieving Objective:

Universal (Mandatory) Means

- Researching and Soliciting at Least One WOB and One HUB for all Competitive Requirements over the Simplified Acquisition Threshold ("Rule Of One")
- Identifying "Non-Traditional" Areas in SB Plans and as Part of LRAE Submissions
- Maximizing Utilization of HUBZone Authority

Toolkit (Optional) Means, Including:

- Advocating Native American Subcontracting Incentive
- Utilizing Direct Conversion Authority
- Publicizing Success Stories
- Identifying Contractor (SDB, WOB, NA, HUBZone) Capabilities
- Educating Contracting, Technical and Management Personnel on Programs
- Utilizing Direct 8(a) Contracting

B. GOAL--SEIZE LEADERSHIP ROLE TO BROADEN RESPONSIVE SMALL BUSINESS EDUCATION PROGRAMS

1. OBJECTIVE--Develop World-Class Small Business Education Program

Means of Achieving Objective:

Universal (Mandatory) Means

- Hosting/Attending Air Force Educational Conference (Attendance Mandatory)
- Providing Small Business Instruction in Ira C. Eaker Courses for all Support and Logistics Group Commanders (AFMC Specific)
- Developing an Executive Small Business Course and Continually Improving Basic Course (SAF/SB Specific)

Toolkit (Optional) Means, Including:

Pursuing Professional Development through Formal/Informal Training
 Educating Customers on Small Business Programs and Sources
 Publicizing Small Business Programs and Accomplishments (includes Air Force Small Business News Review)
 Fostering Awareness of INTERNet/INTRAnet Tools
 Sharing Process Improvements and Lessons Learned
 Promoting and Utilizing Air Force Outreach Program Office for Benchmarking, Educating and Training

C. GOAL--ADAPT SMALL BUSINESS PROGRAM TO CHANGING ENVIRONMENT

1. OBJECTIVE--Develop and Implement Strategies that Sustain Prime Contract Opportunities for Small Business while Embracing Acquisition Reform

Means of Achieving Objective:

Universal (Mandatory) Means

Identifying Barriers to Small Business Awards (e.g. MIPRS, GSA, Bundling, IMPAC)
 Developing Strategies to Overcome Barriers (Process Improvement) and Sharing Best Practices/Lessons Learned
 Participating Early in Requirements Identification and Market Research

2. OBJECTIVE--Collaborate at all Levels to Strengthen the Small Business Program

Means of Achieving Objective:

Universal (Mandatory) Means

Identifying and Communicating with Other Small Business Advocates,
 Sharing/Adopting Best Practices and Outreach Efforts

Toolkit (Optional) Means, Including

Strengthening Relationships with Small Business Administration (SBA) Counterparts
 Recognizing Outstanding Partnership Efforts

3. OBJECTIVE--Maximize Small Business Awards in Outsourcing

Means of Achieving Objective:

Universal (Mandatory) Means

Participating in Steering/Working Groups and providing ASPS with Source List
 Ensuring Early Involvement in Outsourcing Requirement Identification, to include Recommendations on Structure of Package
 Hosting Outsourcing Industry Days when Appropriate
 Providing Internal/External Training (Affiliation Rule, Teaming, etc.)
 Engaging AFOPO when Formulating Strategy

(Atch 1-3)

D. GOAL--PROMOTE PARTICIPATION OF HISTORICALLY BLACK COLLEGES AND UNIVERSITIES AND MINORITY INSTITUTIONS (HBCU/MI) IN AIR FORCE PROGRAMS

1. OBJECTIVE--Target HBCU/MI to Support Air Force Mission Requirements

Means of Achieving Objective:

Universal (Mandatory) Means (OPR)

Using BAA Set-Asides (AFMC)

Identifying Small Business Technology Transfer (STTR) and Other Air Force Mission Requirements Consistent with HBCU/MI Capabilities and Notify Prospective Institutions (AFMC)

2. OBJECTIVE--Employ HBCU/MI as Sources to Provide Education, Training, and Recruiting for the Air Force's Civilian and Military Work Force

Means of Achieving Objective:

Universal (Mandatory) Means (OPR)

Providing HBCU/MI with Information Concerning Air Force Civilian and Military Sponsored Education, Training, and Recruiting Programs (MAJCOM/DRU/FIELD)

Soliciting HBCU/MI to be Providers of On-Base Education Training (MAJCOM/DRU/FIELD)

Making Available to HBCU/MI the Opportunity to Participate in Air Force Faculty/Student Fellowships and Internships (MAJCOM/DRU)

3. OBJECTIVE--Assist HBCU/MI to Identify Opportunities and Compete for Air Force Contracts and Grants

Means of Achieving Objective:

Universal (Mandatory) Means (OPR)

Providing Technical Assistance to HBCU/MI to Assist Them in Participating in Air Force Contracts and Grants (MAJCOM/DRU)

Developing and Maintain Outreach Programs (MAJCOM/DRU/FIELD)

Hosting a Command-Wide HBCU/MI Outreach Conference (MAJCOM/DRU)

SB AND HBCU/MI QUANTITATIVE GOALS GUIDANCE--FY 2000-2004

(To be completed by activity. Trend data shown is notional. In preparing these charts use realistic and challenging projections data, to be substantiated under Atch 3.)

A. SMALL BUSINESS

%

+ TPL

+

+

- BPL

+

2

14

—

1

FY00
(Actuals/Est.)**FY01**

FY02

FY03**FY04****\$ BASE**

\$ SB

% SB

B. SMALL DISADVANTAGED BUSINESS (SDB)

%

+ TPL

+

+

- BPL

+

—

+

—

—

FY00
(Actuals/Est.)**FY01**

FY02

FY03

FY04

\$ BASE

\$ SB

% SB

(Atch 2-1)

SPECIFIC FORMAT INSTRUCTIONS

MAJCOM FY 2000-2004 SB AND HBCU/MI PROGRAM PLAN

DUE DATE: 1 Aug 99 (with CC or PEO endorsements)

- I. **EXECUTIVE SUMMARY:** Summarize key features of your strategic planning (this section should condense key information from the rest of the plan, on one page or less, including those key points which CC wants to emphasize to HQ USAF).
 - II. **IMPLEMENTATION OF MEANS:** Describe your implementation approaches to execute the goals and identified means to be utilized. Additional means not in the goals guidance will be identified in your plan if they are being used MAJCOM/DRU-wide; these initiatives will be tracked at the activity/command level only unless incorporated into the Air Force Plan as a universal means.
 - III. **METRICS (MARKET SHARE):** For SB, SDB, WOB, HBCU/MI*, and SB SA awards, show your FY 98 and estimated 99 trend data, in dollars and percentages, along with the Baseline Participation Level (BPL) and Target Participation Level (TPL) projections for 00, 01, 02, 03, and 04. For the FY 00 BPL, percentages less than FY 98 or FY 99 actuals through May 99 will not be accepted unless supported by the strongest possible rationale. FY 00-04 data should show yearly growth or provide rationale why not. When verified and deployed, these projections will have been reviewed and affirmed by the highest levels of Air Force management. (For AFMC, breakout the projections by field activity for "PEOs", "Other Programs," and Total.) Definitions are as follows:
 - A. **BASELINE PARTICIPATION LEVEL (BPL):** An estimate of dollars and percentages to be obligated based upon previous FY performance and achievement of planned objectives and initiatives, assuming low to moderate risk.
 - B. **TARGET PARTICIPATION LEVEL (TPL):** An estimate of dollars and percentages to be obligated based upon previous FY performance and achievement of planned objectives and initiatives, assuming moderate to high risk.
 - IV. **PROGRAM ANNEXES:** Attach supporting plans, in the above format, developed by program managers and other key decision-makers. (AFMC only: for PEO programs, SB offices work with the PMs in developing their individual annexes for a particular buying activity--a separate annex for each PEO program. For "Other Programs," SB offices will work with the Commanders in developing individual or consolidated annexes as appropriate. At AFMC, the PEO Annexes will be included with their MAJCOM submissions for administrative purposes only. The PEO Annexes should be separately forwarded for PEO endorsement to SAF/SB.)
- * HBCU/MI estimates will consist of two separate categories: HBCU/MI Contracts, Grants, and Cooperative Agreements; and HBCU/MI Education/Training/Recruitment/Other Program Participation.)

HUBZone projections are being deferred until the next plan update.

SUBSTANTIATION FOR HBCU AND MI CHARTS

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CATEGORIES	FY 00		FY 01		FY 02		FY03		FY04	
	<u>IHE BASE</u>	<u>HBCU/MI</u>	<u>IHE BASE</u>	<u>HBCU/MI</u>	<u>IHE BASE</u>	<u>HBCU/MI</u>	<u>IHE BASE</u>	<u>HBCU/MI</u>	<u>IHE BASE</u>	<u>HBCU/MI</u>
Contracts, Grants, and Cooperative Agreements	\$	\$ %	\$	\$ %	\$	\$ %	\$	\$ %	\$	\$ %
Education/Training/ Recruit/Other Program Participation	\$	\$ %	\$	\$ %	\$	\$ %	\$	\$ %	\$	\$ %

(Atch 3-2)